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## **The Relationship between Working Conditions and Organizational Performance of Kenya's Flower Industry**

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### ***Abstract:***

*Many firms have realized the importance of attracting and retaining highly skilled, quality employees as a necessary component of competitive advantage. Counselling is a very useful activity that helps employees to know themselves better provided both the counsellor and the counselee take it in the right spirit. It helps the employee as well as the employer organization to identify weaknesses, and formulate strategies to improve the performance. The aim of this study was to determine the influence of employee's working conditions on organizational performance in Kenya's flower industry and determine the moderating effect of counselling on organizational performance in Kenya's flower industry. The research adopted cross section survey research design and the target population was companies in the flower industry in Kenya. The managers and employees of the flower farms were the key respondents in this study. The instrument of data collection was semi-structured questionnaires. The data collected was analyzed using descriptive and inferential statistics, and presented in the form of frequency distribution tables, pie charts, graphs, means, modes and percentages. To achieve this SPSS version 20 was used. Pearson's correlation coefficient and multiple regression analysis was the main tool to test for relationships among variables. The study established that working conditions within the flower sector were considered to be fair according to the employees. It was evident that organizations offer good working conditions for the employees and this contributed to organizational performance. Working conditions in the sector was not only associated with the sectors performance but also predicted its performance although to minimal extent jointly with financial stress. The study concluded that, those farms that embraced counselling had positive effects on organizational performance. Although counselling was fairly practiced, it had a moderating effect on the relationship between overall organizational performance in the flower industry and financial stress experienced by the employees. Flower farms were performing well with increased profits being witnessed and moderate market valuations. The employees perceived themselves as always timely in performing their duties with high proportion always achieving their targets. The study recommended that; flower farms as well as other organizations should base the evaluation of their employees' performance on their accomplishment/ achievements and identify the gaps and the reasons affecting the performance. Flower industry needs to consider improving its environmental factors to boost employee performance. Managers and supervisors must consider improving work environment while considering both physical and psychosocial factors to promote job performance of their staff. The organizations need to maximize the use of counselling in their respective managerial systems, in order to correct the behavior of employees with low performance and make them more efficient and effective.*

### **1. Introduction**

Organizational performance is the heartbeat of successful businesses or organizations. When employees are distracted and unhappy, their work suffers, and ultimately so does the company. When employees experience problems, they don't perform to their highest potential (Wentland, 2009). Troubled employees often call in sick or aren't mentally present when they attend work. Most employers recognize that, on occasion, the work performance of some employees falls below the acceptable level that they've come to expect (Armstrong, 2004). Organizational performance is an important building block of any organization and factors which lay the foundation for high performance must be analyzed by the organizations. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Keller & Price, 2011).

According to Stiffler (2006), organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return); customer service; social responsibility (e.g. corporate citizenship, community outreach) and employee stewardship.

Generally in any organization, about 10% of the employees are incapacitated by acute or chronic problems which cause loss of concentration, irritability, and reduced productivity. Such problems include and are not limited to financial stress, family and marital problems, drug and alcohol abuse, emotional upsets, conflicts and career problems (Barling *et al*, 2005). Studies show that employees with chronic personal problems has three times as many accidents; four times the rate of absenteeism, make more health insurance claims and are more likely to make mistakes at their work stations and take more sick-offs under such circumstances (Goldberg & Steury, 2001).

Every organization is made up of different department. Each department contributes to the running of the business. The most common departments are: finance and accounts, marketing and sales, Technical (Information Technology), Production (Operations) and Human Resource. The HR department deals with a variety of issues surrounding the work environment of employees including but are not limited to: recruiting, training, providing independent counseling to employees, resolving personal and work-related problems that may relate to performance and dismissal of employees, finding better ways of doing things essentially in response to organization's environment with emphasis on employee's attitudes towards work and the organization, competencies and skills, their ability to generate commitment and trust, communicating aspirations, and in complexity of relationships (Armstrong, 2004).

Employee Assistance Programs (EAPs) are termed differently by various employees and often referred to as Employee Counseling Services (ECS), Employee Health and Wellness program (EHWP), (Smith & Weikel, 2006). According to Palmo, Shosh, & Weikel, (2001), EAPs counseling are programs through which distressed employees are recognized, counseled, rehabilitated and placed back on the job. The program addresses psychological and physical problems, work related stress, chemical dependency (alcohol and drugs), depression, marital and family problems, healthy, anxiety and even job boredom. These programs are initiated by employers to assist employees cope with workplace demands and to overcome difficulties that are work related (Stone, 2007).

EAP movement started with the famous Hawthorne studies at the Hawthorne Works of the Western Electric Company, between the years of 1924 and 1933 (Sandhu, 2002). The enthusiasm that ensued from the Hawthorne studies led to the employment of counselors by Western Electric Company in a drive to help increase productivity (Arthur, 2000). EAPs broadened their portfolio beyond counseling to offer services such as stress management, critical and trauma debriefing and change management. EAPs came into existence in the US in the early 1950's. It took an important role in assisting employees with alcohol addictions (Weinberg, et al., 2010). Over time the EAP movement spread to other parts of the world such as Australia and Europe. In the UK, EAPs started their operations in the 1980's (Smith & Weikel, 2006).

EAPs in Africa are relatively new workplace management phenomenon. They emerged during the early 1980's. They were initiated by private sector companies with a focus to provide solutions to employee problems as was in the case of USA. These programs were initially designed after the USA models and were introduced in South African workplaces by social workers and psychologists who had studied them in USA (Weinberg, Sutherland, & Cooper, 2010). In Kenya government has continuously developed and successfully implemented policies geared towards enhancing the productivity and wellbeing of its employees, since attaining independence.

The public service guidance and counseling policy have been developed to address the psycho-social challenges that affect the Kenyan workforce. It gives direction and addresses current and emerging challenges. It applies to all public servants in the Civil Service, State Corporations, Local Authorities, Judicial Service Commission, Parliamentary Service Commission, Teachers Service Commission, Disciplined Services and Armed Forces, Public Universities and Electoral Commission of Kenya (Munyi, 2012). Essentially counseling is meant to provide timely professional and confidential aid for employees whose personal problems might otherwise lead to work impairment, absenteeism, reduced productivity and cause accidents and conflicts in the workplace, or even job termination. The goal of counseling is to improve personal functioning by focusing on social, emotional, educational, health, developmental, family, and work-related issues (McLeod, 2008).

There are various reasons for implementing EAP counseling, such as cost reduction whereby organization increases its productivity with minimum investment due to preventive measures, and rehabilitative rates. Organizations save cost by being more preventive in attending to employees problems (Major, 2001). Detrimental effects on organizations through the termination of valuable employees of the company because of alcoholism, drug abuse or any other problem can precipitate EAP implementation. Health relationships in workplace promote the commitment of all concerned within the organization's system to attain its goals. There is no lose situation as counseling saves time and financial cost that could be spent in disciplinary hearings (Subrahmanian, 2010). Employee counseling have proven to be valuable because once skilled and experienced employees overcome their problems, they often provide more productive services. It has emerged as the latest Human Resource tool to attract and retain organizations' best employees, increase the quality of the workforce and performance (Maravelas, 2005).

Generally in any organization an average of about ten percent of the employees are incapacitated by acute or chronic problems all of which affect work performance. The modern workforce seems to demand more employees' time than ever before and levels of stress seem to be high as employees struggle to cope. Approximately 20 percent of any workforce is affected by stress that impact on their performance (Mclead, 2008).

In Kenya, workforce is suffering from many issues that have befallen developing countries such as increased rate of family violence, divorce, stress related illnesses, homicides, suicides, alcohol, drug and substance abuse, financial stress and relationships problems. Others include physical, mental, social, identity, emotional and spiritual issues that adversely impact negatively on service delivery and performance (Ethical Trading Initiative (ETI), 2005).

Kenya's flower industry has not been spared of these problems. Though it has engaged a large workforce, especially youth and women, they however face a myriad of problems such as low wages which result in financial stress (Munyi, 2012). Lack of adequate protective equipment from toxic pesticides and chemicals and their effect on workers health allegedly causing skin lesions, allergies and respiratory problems, failure of protection from repetitive strain injuries, and long working hours/excessive overtime, sometimes going for shifts of up to 15 hours a day without a break, especially during the annual peak seasons such as valentine day and mothers' day (Dolan, Opondo & Smith, 2003; Ethical Trading Initiative (ETI), 2005).

According to Attridge (2009), the Canadian Mental Health association reports that 10-30 percent of the workforce is incapacitated by acute or chronic personal stress. This affects job performance. The study show that troubled employee have 3 times as many accidents, 4times the rate of absenteeism, make more health insurance claims and are more likely to make more mistakes at work. Cooper (2009), stated that in each organization 10-12percent of employees have personal problems/ stress that affect their productivity. Masi (2004) argued that a research done showed that decrease in productivity because of personal stress reach 25 percent.

## 2. Literature Review

### 2.1. Working Conditions

With more and more people committed to improved health and quality of life in general, it is not surprising that there is deep interest in employees 'workplace physical conditions and general environment. It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, can affect productivity (Flanagan & Net Library, 2006). A comfortable and ergonomic office design motivates employees and substantially increases performance. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. The right tools mean the right technology. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. Companies that don't upgrade or ignore the necessity for tech tools run the risk of diminished employee productivity (In Lee, Eyraud, & International Labour Office, 2008).

Employees' comfort level with equipment and software can also affect productivity. If employees don't understand how to use equipment or software or use it incorrectly, performance and productivity suffers. Problems also occur when your existing equipment isn't sufficient to handle your department's needs. Upgrading equipment and tools, and providing ongoing training to employees is expensive, but is essential in maintaining or improving productivity. Organizations should evaluate equipment and software yearly to catch problems before they affect performance (Hyde, 2004). Intel, the world's largest semi-conductor maker, found that wireless notebook PC users increased their productivity by 100 hours per year. They studied the work habits and productivity of more than 100 Intel employees who were upgraded to wireless notebooks and found a gain of more than two hours per week, more than paying for the cost of the upgrades in the first year. They also found that when workers were able to control more of their time, that productivity increased as well.

### 2.2. Employee Counseling

Counseling is the service offered to individuals who are undergoing problems and needs professional help to overcome. It involves two people, one seeking help, counselee/employee and the other a professionally trained person who guides, consoles, advises and helps the counselee to explore and resolve their problem, orients and directs him towards a goal (McLeod, 2008). Essentially counseling is meant to provide timely professional and confidential aid for employees whose personal problems might otherwise lead to work impairment, absenteeism, reduced productivity and cause accidents and conflicts in the workplace, or even job termination. Technically, psychological counseling is used by the experts to analyze the work related performance and behavior of the employees to help them cope or resolve their conflicts and tribulations (Butts *et al*, 2009).

Human resources are valuable and they may be tapped most effectively and consistently, by mutually consistent policies that promote commitment and which, as a consequence, foster willingness of employees to act flexibly in the interest of the organization pursuit of excellence. Organization success depends on employees' attitudes, competencies, skills, and wellbeing. Employee assistance programs assist employees with virtually any behavioral or personal problems that can affect employee's performance. It is a psychological health care intervention which aims to assist both the employer and the employee by intervening with active problem solving approach to the problem at hand. This requires setting up of pro-active programs in the workplace to deal with deteriorating job performance, early identification, prevention and intervention which have strengthened the need for counseling (Buon, 2005).

Workplace counseling may be defined as the provision of brief psychological therapy for employees of an organization. Workplace counseling offers the employer a service that is valued by employees, has the potential for savings by reducing sickness absence, takes pressure off managers through the availability of a constructive means of dealing with 'difficult' staff or situations, and contributes to its reputation as a caring employer (Hyde, 2004). Today there is virtually no organization free of stress or with stress-free employees. The employees can be stressed, depressed, suffering from too much anxiety arising out of various workplace related issues like managing deadlines, meeting targets, lack of time to fulfill personal and family commitments, or bereaved and disturbed due to personal problems.

Counseling programs geared specifically for employees have grown steadily in recent years across the globe, primarily because employers have come to recognize the importance of developing and preserving valuable human resources. They have realized the importance of attracting, retaining and managing highly skilled, quality workforce as a necessary component of their competitive advantage. Organizations should therefore treat their employees as partners, with dignity and respect as the most important assets (McLeod, 2008).

Riggard and Maki (2004), states that for the EAP to be successful, it's important to have an EAP policy that clearly outlines guidelines and procedures relevant in the management of EAP. There should be consistency between the EAP policy and the company policy to avoid confusion. Policies and procedures are set to reflect a set of values and establish mutual expectation from the organization and the EAP practitioner. The policy on EAP should be clearly written and be widely publicized within the organization before implementation and the written policy should serve as a guide to the managers, supervisors, employees and union officials. An EAP policy will outline problems handled by EAP and stresses confidentiality. Procedures will outline a model of referral if employees experience problems. Models of referral will be outlined, namely, self or voluntary referral, suggested referral or mandatory referral. Masi (2004) points out that the decision by an employee to use EAP is voluntary; therefore the supervisor need not threaten him or her to use it.

There are two types of counseling models namely internal counseling model and external counseling model which are used separately and can also be combined. Rossi (2006), indicate that internal/ in- house counseling models are placed in the main stream of a work institution. A part- time or full-time counselor or a team of counselors is employed to work with employees within the organization where they screen problems of troubled employees. Internal counseling model is the norm in a number of companies; however the large companies with 2000 or more employees may opt to have an in-house service delivery (McLeod, 2008; Mayor, 2001).

Millar, (2002), also acknowledges that there are two types of internal counseling models namely employee counseling model and union counseling model. Internal counseling model allows EAP practitioners to function within the organization. The internal service delivery also known as in-house can range from simple giving information to intensive face to face psychotherapy treatment. Minter and Thomas (2000), state that some organizations develop this model because they believe it to be the most tangible way to express their humanitarian concerns to employees and it is cost effective. Some companies employ the services of an EAP because of legal mandates which compel employers to recognize and concern itself with the welfare of its employee's e.g. Basic Conditions of Employment 1997, Constitution of the Republic of South Africa 1996, Occupational Health and Safety Act 1993 and Labour Relations Act 1995.

Rana and Rastogi, (2010), states that company's contract with outside organizations to provide mental health services for troubled employees. These are services offered by the staff outside the company. This external model gives small companies access to human resource consultations services that are lacking. This type of service can be offered by a single or a consortium of firms that jointly provide EAP. Valentine, (2004) defines consortium as a type of EAP where services are offered by a non-profit organization to meet the needs of small organizations which have less than 2000 employees. The external programme varies according to the type of programme and services provided. These might include a variety of options besides assessment and treatment, such as supervisors training, special workshops, programme evaluation or appropriate referrals for other agencies.

### *2.3. Organizational Performance*

Carton and Hofer, (2006) found that it is important to classify what performance means because if performance cannot be defined then it can't be measured or managed. Organizational performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. McLean, (2006) defines performance as behaviour, it's something done by the employee. Performance does not have to be directly observable actions of the individual. It can consist of mental production such as answers or decisions.

However, performance needs to be under individuals control regardless whether the performance of interest is mental or behavioral (Amstrong, 2001). Job performance is a commonly used yet a poorly defined concept in industrial psychology, the branch of psychology that deal s with the workplace and its also part of Human Resource Management. It mostly refers to whether a person performs their job well. Performance is a very important criterion that relates to organizational outcomes and success. Job performance is an individual level variable i.e. performance is something a single person does (Amstrong, 2004).

Organizational performance is measured in multiple dimensions such as: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.);(c) shareholder return (total shareholder return, economic value added, etc.); (d) customer service; (e) social responsibility (e.g. corporate citizenship, community outreach); and employee stewardship (Stiffler, 2006). Performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action not just the instruments for results, behaviours are also outcomes in their own right-the product of mental and physical effort applied to task and can be judge apart from results. Cole, (2002) defined organizational performance as referring on how an employee carried out the general duties in his or her roles together with meeting specific targets that has been set. In order to establish that the individual has performed, use of performance appraisal is necessary.

Performance appraisal evaluates the individual in terms of their role and performance. Performance problems can be dealt with through the use of five basic steps. Identify and agree on the problem – analyze the feedback and as far as possible, obtain agreement from the individual on what the shortfall has been. This takes place when individuals are aware of their targets and standard, know what performance measures will be used and either receive feedback control information automatically or have easy access to it. They will then be in a position to measure and assess their own performance and take action (Carton & Hofer, 2006).

Establish the reasons for the short fall – when seeking reasons for any shortfall the manager should not crudely be trying to attach blame. The aim should be for the manager and individual to jointly identify the facts that have contributed to the problem. It is on the basis of this factual analysis that decisions can be made and what to do about it, by the individuals together. It is necessary to identify factors which are external and outside the control of the individual and manager and the factors that are within the control of individual and manager (Cole, 2002).

The issues of just one staff member often affect the performance of a team or department, once again for better or worse. Concerns that are satisfied by management for just one team member can often uplift the performance of the whole group. On the down side, should management not address concerns of even one team member, performance of that employee – and possibly the entire team – typically suffers (Stiffler, 2006).

Employees may occasionally be less productive than usual or may disclose that they are stressed or are going through a difficult time in their lives. Their manager may suggest that they visit an Employee Assistance Program (EAP) counselor to assist them in meeting their challenges. The framework may be used to guide the managers through the process of referring troubled employees to the EAP in order to boost their performance / productivity. Arthur (2000), propose that people (employees) should be helped to manage their problems in living and work for them to be more effectively and develop unused opportunities fully. Counseling improves employee well-being; the intervention helps employees in alleviating symptoms of workplace stress, burnout and depression.

#### *2.4. Relationship between Employees Performance and Stress*

A decrease in productivity is very troubling and can be a sign of a serious problem with employees, equipment or the office environment. It's important to investigate the cause of productivity problems promptly to avoid loss of revenue and possibly damage to organization's/ department's reputation. It's no secret that unhappy employees often don't perform well and often share their negative opinions with their co-workers. If employees' morale is the cause of the decrease in productivity, it is good to find out why the employees are unhappy. Involving employees in the solution help to ensure that a workable plan that increases both morale and productivity is developed (Davis, Eshelman, & McKay, 2000).

With more and more people committed to improved health and quality of life in general, it is not surprising that there is deep interest in their workplace physical conditions. It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, can affect productivity. A comfortable and ergonomic office design motivates employees and substantially increases performance. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. And the right tools mean the right technology (Adrien *et al*, 2002).

For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. Companies that don't upgrade or ignore the necessity for tech tools, run the risk of diminished employee productivity. Employees' comfort level with equipment and software also affect productivity (Alderton, Seafarers International Research Centre, & Bureau international du travail, 2004). If employees don't understand how to use equipment or software or use it incorrectly, performance and productivity suffers. Problems also occur when your existing equipment isn't sufficient to handle your department's needs. Upgrading equipment and tools, and providing ongoing training to employees is expensive, but is essential in maintaining or improving productivity. Evaluate equipment and software yearly to catch problems before they affect performance (Cooper, 2009).

### **3. Methodology**

#### *3.1. Research Design*

This study used cross sectional survey research design to obtain numeric (quantitative) as well as non numeric (qualitative) data. According to Dunn (2009), collecting data through surveys is the best way, for it only takes a short time to collect and only a selected number of respondents are involved to answer a set of questionnaire containing a string of questions that have been specially designed to collect data to achieve the objectives of the study. Researcher used cross sectional survey research design in order to assess people's thoughts, opinions, and feelings. Researcher also used this survey style because surveys are specific and limited in scope (John, 2006).

#### *3.2. Target Population*

For the purposes of this research the target population was Kenya flower industry. Flower farms have long been a key employer in Kenya, providing jobs in areas where there are few other alternatives and ensuring a valuable source of export revenue for the country. The Kenyan cut flower industry dates back from the late 1960s and The larger flower farms range in size from 20 to over 100 hectares under production with labour force ranging from 250 to 2000 workers per farm. With more than half of Kenya's population of 37 million living in poverty, the cut flower industry plays an important role in providing employment and alleviating poverty (www. Kenya flower industry). With an annual growth rate of 20%, the cut flower industry is among the fastest growing sectors of the Kenyan economy and, with revenues of more than \$250m a year, it is Kenya's second largest agricultural foreign exchange earner after tea. Kenya is the third largest flower exporter in the world, behind Netherlands and Columbia (Rikken, 2011). The main production areas are around Lake Naivasha, Kiambu, Athi River, Kajiado, Kitale, Nakuru, Kericho, Nyandarua, Trans Nzoia, UasinGichu and Eastern Kenya. Presently Naivasha has the highest number of producers and exporters of flowers in Kenya. Production is largely concentrated on some 30 medium to large scale flower operations of which account for over 45% of total exports (www. Kenya flower industry).

### 3.3. Sampling Frame

Sampling frame is the actual set of units from which a sample has been drawn. Sampling frame is the complete list of all the cases in the population, from which a probability sample is drawn (Johnston, 2002). The study population was 30 flower farming organizations from Naivasha which are registered by Kenya flower Council with a total population of about 28,000 workers - both the managers and the employees (kenyaflowerindustry.com).

### 3.4. Sample and Sampling Technique

In this study, the sample was drawn from thirty (30) flower farming organizations in Naivasha, where nine (9) flower farming organizations which represent 30% of the total organizations. Mugenda and Mugenda, (2003), recommend that for small populations a sample of 30 is statistically significant. The nine (9) farms were selected using simple random sampling in order to give all the organizations equal chance of being selected. The employees of the nine sampled organizations had a total population of 9440 members (the managers and the employees). The population was very high and it was reduced to a sample that was calculated using the Fischer's formula.

$$n = \frac{z^2 \cdot X \cdot P \cdot (1 - P)}{d^2}$$

n – Required sample size

z – Confidence level at 95% (standard deviation of 1.96%)

p – Estimated number of employees with problems (60%)

d – Margin of error (standard deviation of 0.05)

The sample size will thus be;

$$\begin{aligned} n &= \frac{1.96^2 \times 0.6 \cdot (1 - 0.6)}{(0.05)^2} \\ &= \frac{3.8416 \times 0.24}{0.0025} \\ &= 0.921984 \times 368.7936 = 370 \end{aligned}$$

Simple random sampling technique was used to select the respondents, where staff in the organizations were selected and issued with questionnaires, which were collected later (after ten days). Simple random sampling was used in the study because it gave each of the sampling units (organization staff) an equal probability of being selected, (Mugenda & Mugenda, 2003). This technique also enabled the researcher to obtain relevant information from all respondents under the study.

### 3.5. Data Collection Instruments

The Primary data was collected by use of structured questionnaires that captured the various variables of the study. The questionnaire was designed to address specific objective, research question and test hypothesis (Kothari, 2004). The questionnaires were administered to all sampled 370 respondents (both the Management Staff and Subordinate staff). The questionnaires allowed the respondents to fill/ give the required information at their appropriate time and also saved time of the researcher in collecting the data.

The researcher used Likert-scale questionnaire and the questionnaires had both open-ended and close-ended questions and this enabled the researcher to gather the required information by restricting the respondents from giving unnecessary information. Researcher chose this design because researcher wanted to obtain accurate data. It also made the process of filling in the questionnaire to be easy by ticking where necessary. Face to face interviews was also conducted in order to fill the same questionnaires where respondents were unable to fill questionnaires themselves.

The Secondary data was collected through review of published literature such as journals articles, scholarly materials, published theses and textbooks related to subjects being studied. Under this method the researcher used already recorded data in order to come up with necessary information of the study. This method allowed the researcher to analyze what had been done to avoid repetition and it also assisted in data comparison.

### 3.6. Validity

Validity has been defined as the degree to which an instrument measures what it purports to measure. It has been defined as the accuracy, truthfulness and meaningfulness of inferences that are based on the data obtained from the use of a tool. Validity is determined by the presence or absence of systematic error in data, (Kothari, 2004). There are two steps that are being promoted in a pilot study done by researchers in understanding and testing of test validity and reliability.

A research instrument should have validity and reliability, which is a measure of what should be measured. According to Jackson (2007), the validity of the instrument can be made by requesting evaluation of the expert (referred to as the external evaluator) on each item in question.

Testing by this method can identify the content validity of the instrument. According to many experts, the number of evaluators' maybe one person or several evaluators (Jackson, 2007). However, for this study there were two supervisors and a set of instruments were prepared for criticism and evaluation. Response to this questionnaire was based on 1-5 points on all choice of positive and negative items.

### 3.7. Reliability

According to Schindler & Cooper (2006), the respondents in a pilot test do not have to be statistically selected. Cronbach's alpha was used to test the reliability of the measures in the questionnaire. The Cronbach's alpha results need to range from 0.64 and above for each construct to be acceptable. Cronbach's alpha is the most commonly used coefficient of internal consistency and it's computed as;  $\text{Alpha} = \{Nr / 1 + r (N-1)\}$  where  $r$  = mean inter item correlation,  $N$ = number of items in the scale. It is tedious to calculate the correlation of each item with every other item to derive the mean inter-item correlation. However, this is easily done using computer statistics packages. The percentage of agreement is comparable to the validity of instrument such as the Table 1.

Validity	Percentage
Not valid	$.10 \leq V < .46$
Low validity	$.46 \leq V < .64$
Sufficient validity	$.64 < V \leq .82$
High validity	$.82 < V \leq 1.0$

Table 1: Validity of the Instrument

Based on the validity of the categories, the mid-point (cut-off point) the validity is 64%. Items with a value  $V$  above 64% (sufficient validity) is considered as a research instrument, but if  $V$  equal to or less than 64 and then the instrument has a minimum level considered adequate research instrument. Reliability coefficient is ultimately the accuracy of test scores, but only provides a measurement accuracy of relive for test scores. Cronbach alpha reliability coefficients using the method of internal consistency involves (1) the administration of the test to a group of individuals, (2) calculation of the correlation between each item and the average inter-correlation calculations, and (3) using the formula for estimating reliability.

### 3.8. Data Analysis and Presentation

The data was recorded from question responses into meaningful prevalence variables. Double data entering was done to ensure data quality. Thereafter data was transferred into the Statistical Package for the Social Sciences (SPSS) version 20. Version 20 was selected for it was the latest that the researcher had interacted with and was conversant with. The quantitative data was summarized and presented using descriptive statistics including percentages, frequency distribution tables and figures. These tools helped to reduce information to understandable form.

The qualitative data was presented through description that is, explaining the findings in a narrative way as it was stated or explained by the respondents. Due to the nature of the data collected, the Pearson correlation coefficient ( $r$ ) was used to measure the correlation between counseling and performance. To analyze the respective relationships which are defined in conceptual framework, linear multiple regression analysis was performed on the following general equation,

Equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + e$$

Where;

$Y$  = Organization Performance.

$X_1$  = Financial Stress.

$X_2$  = Working Relationship.

$X_3$  = Working Conditions

$Z$  = Organizational Factors

$X_i Z$  = Product term of the interaction effect of moderating variable with each of the independent variable.

While  $\beta_0$  is a constant which denotes organization performance;  $\beta_1 - \beta_3$  are slope coefficients representing the influence of the associated independent variables over the dependent one and  $e$  - Standard error. The model was first subjected to F-test to establish whether the variables were jointly significant. T-test was further computed for the individual variables' coefficients to determine their significance in the model. Null hypothesis was accepted or rejected based on the p-value obtained. The decision rule was to reject the hypothesis where p-value < 0.05. Recommended procedures were done step by step according to the test for analysis.

## 4. Results

### 4.1. Effect of Employees' Working Conditions on Organizational Performance

#### 4.1.1. Descriptive Statistics of Items on Employees' Working Conditions

To investigate the effect of working conditions on organizational performance, the researcher analyzed the descriptive statistics for the seven variables on working condition. The reliability test of items on working condition achieved a Cronbach Alpha of 0.923 indicating a strong internal consistence, thus verifying reliability of scale.

The result shown in Table 2 indicated that majority of the respondents agreed with the assertions that the organization furniture were good and comfortable (51.5%), work equipment and tools were appropriate and effective (53.1%), the organization work processes, systems and procedures were conducive (51.0%), the technology adopted by the organization was up to date (49.8%), employees were fully satisfied with organization's tools, equipment and technology (41.4%), tools and equipment made them perform work well on

time (51.5%) and that the organizations culture and atmosphere was comfortable and supportive (47.7%). This showed an above average working condition as per the views of the respondents.

The result shown in Table 4 revealed that the organization furniture were good and comfortable (mean = 3.586 and a standard deviation of 1.17035), Work equipment and tools were appropriate and effective (mean = 3.77 and a standard deviation of 1.133) and the organization work processes, systems and procedures were conducive (mean = 3.307 and a standard deviation of 1.091). Based on the results, it was evident that organizations offer good working conditions for the employees and this contributed to organizational performance.

Opinion on Statement	SD %	D %	N/O %	A %	SA %	Mean	Std
The organization furniture are good and comfortable	7.9	13.8	8.4	51.5	18.4	3.5858	1.17035
Work equipment and tools are appropriate and effective	5.9	13.0	3.3	53.1	24.7	3.7782	1.13250
The organization work processes, systems and procedures are conducive	4.6	13.8	9.2	51.0	21.3	3.7071	1.09141
The technology adopted by the organization is up to date	4.2	16.7	10.9	49.8	18.4	3.6151	1.09350
Employees are fully satisfied with organizations' tools equipment and technology	7.1	19.2	9.6	41.4	22.6	3.5314	1.23246
Tools and equipment make me perform my work well and on time	5.0	12.6	4.6	51.5	26.4	3.8159	1.11125
The organization's culture and atmosphere are comfortable and supportive	5.4	13.4	6.3	47.7	27.0	3.7722	1.14924

Table 2: Employee Working Conditions on Organizational Performance

Note: Reliability Alpha –working conditions = 0.923

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239

It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, can affect productivity (Hyde, 2004).A comfortable and ergonomic office design motivates employees and substantially increases performance. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. The right tools mean the right technology. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. the right tools mean the right technology, companies that don't upgrade or ignore the necessity for tech tools run the risk of diminished employee productivity (Erica, 2012).

4.2. Effect of Employee Counseling on Organizational Performance

4.2.1. Descriptive statistics of items on employees' counseling

To investigate the effect of employee counseling on organizational performance, the researcher analyzed the descriptive statistics for the ten variables. The reliability test of items on employee counseling achieved a Cronbach Alpha of 0.790 indicating a strong internal consistence, thus verifying reliability of scale.

The results in Table 3 shows that most of the respondents agreed with the assertions that the organization offered counseling services for the employees (52.3%), that they had attended counseling programs (47.7%), that they felt stimulated and passionate about their jobs after counseling (50.2%), that their financial life was nearly perfect (32.2), that they were able to relate with other employees well (55.6%) and comp with job situations/conditions (55.2%), that so far their life seemed to be going on very well (44.4) and that they were satisfied with their jobs as a whole (45.6). However majority disagreed that there wasn't anything about their lives that had changed (35.6%) and that they were very disappointed about their jobs (31.4%). This depicted that counseling had been relatively adopted in the flower farms.

Opinion on statement	SD %	D %	N/O %	A %	SA %	Mean	Std
The organization offer counseling services for the employees	9.6	14.6	4.6	52.3	18.8	3.5607	1.22452
I have attended counseling programs	10.0	20.5	4.6	47.7	17.2	3.4142	1.26689
After counseling I feel stimulated and passionate about my job	8.8	10.5	13.4	50.2	17.2	3.5649	1.15363
My financial life is nearly perfect	9.2	30.1	15.5	32.2	13.0	3.0962	1.22781
I am able to relate with other employees well	3.3	7.1	8.4	55.6	25.5	3.9289	.96098
I am able to cope with job situations/ conditions	3.3	8.8	9.2	55.2	23.4	3.8661	.98244
So far my life seems to be going very well	13.4	20.9	9.6	44.4	12..7	3.2008	1.27411
I am satisfied with my job as a whole	9.6	18.8	11.3	45.6	14.6	3.3682	1.21890
There isn't anything about my life that changed	20.9	35.6	14.2	22.2	7.1	2.5900	1.23977
I am very disappointed about job	34.7	31.4	8.4	15.6	10.0	2.3473	1.35686

Table 3: Employees Counseling on Organizational Performance

Note: Reliability Alpha - Employee counseling = 0.790

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239.



The results in Table 3 also revealed that, the organization offer counseling services for the employees (mean = 3.56 and a standard deviation of 1.224), most employees have attended counseling programs (mean = 3.414 and a standard deviation of 1.266), After counseling the employees felt stimulated and passionate about their job (mean = 3.564 and a standard deviation of 1.154), employees in the organization had always been trained in a variety of jobs or skills and could perform more than one job (mean = 3.53 and a standard deviation of 1.07) and the core group of workers in the organization had off - the job training in the past year and had improved communication and team work (mean = 3.52 and a standard deviation of 1.01). Based on the results, those firms that embraced counseling had positive effects on organizational performance.

Similar to the assertions that counseling programs geared specifically for employees have grown steadily in recent years across the globe, primarily because employers have come to recognize the importance of developing and preserving valuable human resources. They have realized the importance of attracting, retaining and managing highly skilled, quality workforce as a necessary component of their competitive advantage. Organizations should therefore treat their employees as partners, with dignity and respect as the most important assets (McLeod, 2008). Conclusion drawn from the 1993 survey is quite impressive from 400 replies from companies, 85 percent saw themselves as providing some form of counseling service. About twice as many organizations offer in-house counseling and related activities as those that depend on external counseling provision. Nearly 60 percent of companies provide stress counseling by personnel departments or line managers, or both. The other 40 percent offer stress counseling in additions or as alternatives.

#### 4.3. Organizational Performance

##### 4.3.1. Profitability

	Percentage	Frequency	Percentage
	Profit has increased	185	77.4
	No change experienced	20	8.4
	Profit has declined	34	14.2
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 4: Profitability

The findings as shown in Table 4 indicated that the profit of the organisations has increased for the last 3years as indicated by 77.4% of the respondents, 8.4% indicated that the there was no change while 14.2% indicated that the profit has declined in their organisations.

		Frequency	Percent
Valid	0-20%	63	26.4
	21-40%	49	20.5
	41-60%	88	36.8
	61-80%	27	11.3
	80-100%	12	5.0
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 5: Rate in Profitability

The study also as show in Table 5 established that majority 36.8% of the respondents indicated that the there was increase in profits of 41-60%, 26.4% indicated an increase in profit of 0-20%, while only 5% of the respondents indicated an increase of 80-100%

		Frequency	Percent
Valid	production cost	134	56.1
	employees performance	49	20.5
	others	56	23.4
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 6: Major Factors affecting the Organizations Profitability

The findings as in Table 6 indicated that majority 56.1% of the respondents felt the major factors affecting the organisations profitability is the production cost while 23.4 % felt it was caused by other factors 20.5% felt it was caused by the employees' performance.

4.3.2. Sales of the Organizations

		Frequency	Percent
Valid	sales have increased	181	75.7
	no change experienced	23	9.6
	sales have declined	35	14.6
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 7: Sales

From the findings on the Table 7 the majority 75.7% of the respondents indicated that the sale of their organisations has increased for the last three years. 9.6% indicated that there was no change while 14.6% indicated that the sales have declined.

		Frequency	Percent
Valid	0-20%	65	27.2
	21-40%	66	27.6
	41-60%	84	35.1
	61-80%	20	8.4
	80-100%	4	1.7
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 8: Rate of sales increase

From the findings majority 35.1% indicated that the sales have increased by 41-60%, 27.6% indicated an increase of 21-40%, 27.2% indicated an increase of 0-20%, and 8.4% indicated an increase of 61-80% while 1.7% of the respondents indicated an increase of 80-100% in sales of their organizations as presented in the Table 8. The findings also found out that the major factors that affect sales are the diseases that affect the flowers and lowering the quality and the state of the market demand.

4.3.3. Market valuation

		Frequency	Percent
Valid	very high	46	19.2
	high	93	38.9
	moderate	86	36.0
	low	13	5.4
	very low	1	.4
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 9: Market valuation

The study as obtained in Table 9 found out that majority of the respondents 38.9% rated the business valuation as high while 36.0% rated the market valuation as moderate and only 0.4% rate it as very low.

4.3.4. Divided Payment

		Frequency	Percent
Valid	very high	30	12.6
	high	58	24.3
	moderate	116	48.5
	low	26	10.9
	very low	9	3.8
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 10: Divided Payment

The study established that the majority of the respondents 48.5% rated the dividend payment as moderate 24.3% as high while only 3.8% rated the dividend payment as very low as indicated in Table 10.

4.3.5. Net Asset Value

		Frequency	Percent
Valid	very high	37	15.5
	high	82	34.3
	moderate	101	42.3
	low	17	7.1
	very low	2	.8
	<b>Total</b>		<b>239</b>

Table 11: Net Asset Value

The study found out that majority of the respondents 42.3% rated the net asset value as moderate while 34.3% rated the net asset value as high. 15.5% of the respondents rated the net asset value as very high and only 0.8% rated very low this is as in Table 11.

4.3.6. Valuation

Remarks	Very high	High	Moderate	Low	Very low
Market valuation	46(19.2)	93(38.9)	86(36.0)	13(5.4)	1(0.4)
Divided payment	30(12.6)	58(24.3)	116(48.5)	26(10.9)	9(3.8)
Net asset value	37(15.5)	82(34.3)	101(42.3)	17(7.1)	2(0.8)

Table 12: Valuation

Majority of the respondents thought that the business valuation of their organization was high (38.9%) as compared to other organization while dividend payment (48.5%) and net assets value (42.3%) were moderate as compared to other organizations this is shown in Table 12.

4.3.7. Targets

		Frequency	Percent
Valid	above targets	94	39.3
	on targets	115	48.1
	below targets	30	12.6
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 13: Targets

The study as shown in Table 17 found out that majority 87.4% of the respondents rated of employees' productions in accordance to the set targets as on target, while 39.4% rated it as above targets. Those respondents who rated the employees' production as below targets are 12.6%.

		Frequency	Percent
Valid	always	156	65.3
	occasionally	83	34.7
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 14: Targets execution

The finding on whether it happens always or occasionally majority of the respondents 65.3 % indicated always while 34.7% occasionally. This is indicated in the Table 14.

4.3.8. Timelines

		Frequency	Percent
Valid	on time	210	87.9
	late	29	12.1
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 15: Timelines

The findings as indicated in Table 15 on how the employees in the organisation perform their duties, majority of the respondents 87.9% indicated that they do on time while 12.1% indicated that the perform late.

		Frequency	Percent
Valid	0-20%	40	16.7
	21-40%	41	17.2
	41-60%	71	29.7
	61-80%	43	18.0
	80-100%	44	18.4
	<b>Total</b>		<b>239</b>

Table 16: Employees Performance

The findings on the employees performance to their duties, majority 29.7% indicated 41-60%, 18.0% indicated 61-80% while 18.4% of the respondents indicated 80-100%.

		Frequency	Percent
Valid	always	151	63.2
	occasionally	88	36.8
	<b>Total</b>	<b>239</b>	<b>100.0</b>

Table 17: Rate of Employees Performance

The findings on how often this happen majority 63.2% of the respondents indicated always while 36.8% of the respondents indicated occasionally as revealed in Table 17.

The findings on the major factors that affect employees in performing their duties on time majority of the respondents indicate the level of remuneration and motivation as shown in Figure1.

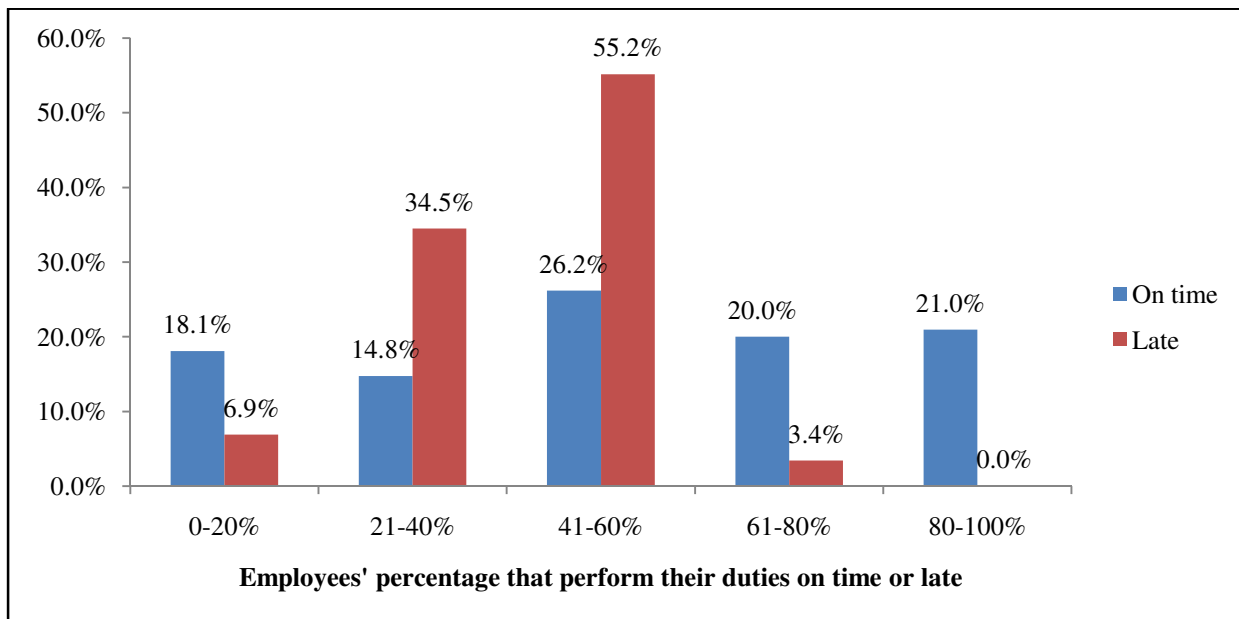


Figure 1: Employees Timeliness

4.3.9. Overall Organizational Performance

		Frequency	Percent
Valid	very high	49	20.5
	high	115	48.1
	moderate	66	27.6
	low	7	2.9
	very low	2	.8
	<b>Total</b>		<b>239</b>

Table 18: Overall Organizational Performance

The findings on the rating on the overall organizational performance and success and growth, majority 48.1% indicated that high, 27.6% indicated moderate, 20.5% indicated very high and only 0.8% indicated very low. This is elaborated in Table 18.

#### 4.4. Overall Descriptive Statistics

Using Cronbach Alpha coefficient for internal reliability of each variable, Cronbach alpha was tested for variables on organizational performance, Working Conditions and Employee Counseling. The findings showed that Working Conditions (Cronbach alpha value of 0.923) and Employee Counseling (Cronbach alpha value of 0.801). These variables indicated a high internal reliability on organizational performance as indicated in Table 19.

	No. of items	Cronbach	Mean	Standard Deviation
Working conditions	7	0.923	3.692	0.0599
Employee counseling	10	0.801	3.294	0.0141

Table 19: Cronbach Alpha Coefficient for the Variables

Considering the descriptive results for these variables, mean  $\pm$  SD of the variables; Working Conditions ( $3.20 \pm 0.940$ ) is being component affecting organizational performance as moderated by Employee Counseling ( $3.2937 \pm 0.716$ ). This is presented in Table 19.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Working Conditions	237	1.00	5.00	3.6920	.94033
Employee Counselling	239	1.00	5.00	3.2937	.71632
Valid N (listwise)	237				

Table 20: Descriptive statistics of each of the research variables

#### 4.9. Correlation Analysis

In order to determine whether there were relationships among the main variables, Pearson moment Correlation coefficients were computed for each pair of variables. The results are shown in the correlation matrix (Table 21). The findings revealed that organizations that had good working conditions, recorded better firm performance as indicated by a significant correlation value of ( $r = .597$ ,  $p\text{-value} < 0.001$ ). The findings also indicated that organizational performance and Employee Counseling had significant relationship ( $r = .593$ ,  $p\text{-value} < 0.001$ ). In all the variables tested, increase in the rating significantly resulted to increase in organizational performance at 95% confidence interval.

		Working Conditions	Employee Counseling	Overall Organizational Performance.
Working Conditions	Pearson Correlation	<b>1</b>		
	Sig. (2-tailed)	.		
Employee Counseling	Pearson Correlation	.584(**)	<b>1</b>	
	Sig. (2-tailed)	.000	.	
Overall Organizational Performance	Pearson Correlation	.597(**)	.593(**)	<b>1</b>
	Sig. (2-tailed)	.000	.000	.

Table 21: Correlation Matrix

\*\* Correlation is significant at the 0.01 level (2-tailed).

#### 4.10. Multiple Regression Analysis

Multiple regression was done where all the variables were put together to establish their collinearity with organization performance. During Regression analysis, stepwise regression was used in which all variables were entered into the model and the computer kicked out irrelevant variables either due to lack of relationship or multicollinearity. The best model was found to have two variables namely  $X_1$  Working conditions.

Using the study model

$$Y = \beta_0 + \beta_1 X_1 + \beta_3 X_3 + \varepsilon.$$

Where Y = Organizational performance

$X_1$  = Financial stress index

$X_3$  = Working Conditions index

$\varepsilon$  = Error term

The equation for establishment of organizational performance when we confined our self to standardized coefficient, therefore was;  $Y = 0.349X_1 + 0.322X_3$ .

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.316	.237		1.333	.183
Working Conditions	.474	.074	.322	6.393	.000

Table 22: Regression analysis result on the relationship between independent variables and organization performance

Dependant Variable: Organizational Performance

Working Conditions (t = 6.393, p- value < 0.001) had the highest t- value. This showed that Working Conditions had the highest influence on organizational performance. This is shown on Table 22.

#### 4.10.1. Influence of Working Conditions (As an Element of the Employee Stress) on Organizational Performance

To find out the effect of working conditions as an element of employee stress on organizational performance, the model used showed working conditions significantly influenced organizational performance on its own (r =0.597,p-value < 0.001). From the correlation matrix, it showed that X<sub>3</sub> (r = 0.597, p-value < 0.001). This implied that working conditions independently explains (0.597x 0.597= 0.356) which is 35.6% of the variation in organizational performance (Y).

The hypothesis to be tested was, **H<sub>01</sub>**: There is no significant relationship between employees working conditions and organizational performance in Kenya's flower industry.

Using stepwise regression analysis, working conditions in decision making as a variable of this study was entered with the measures of organizational performance into the regression model.

The regression equation obtained using standard beta (β) coefficient on the line of best fit was fitted in the regression model for testing hypothesis 3.

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

Where Y = Organizational performance

β<sub>0</sub> = Constant

X<sub>2</sub> = Working Conditions

ε = Error term

Based on this, the resulting regression model summarized was;

$$Y = 0.448X_2 \quad \text{Where Y = Organizational performance}$$

$$X_3 = \text{Working Conditions.}$$

The findings showed that there was a significant correlation of participation and involvement on organization performance. Similarly, the F –test for this factor in the regression model was found to be significant F<sub>(1, 282)</sub> = 70.524, p - value = 0.001.

The null hypothesis was therefore rejected since the factor of Working Conditions significantly influenced organizational Performance positively. The researcher therefore adopted an alternative hypothesis (**H<sub>01</sub>**) "There is a significant positive influence of working conditions on organizational Performance".

## 5. Summary, Conclusion and Recommendations

### 5.1. Summary of Major Findings

#### 5.1.1. To Examine the Relationship between Working Conditions and the Organizational Performance of Kenya's Flower Industry

Working conditions within the flower sector were considered to be fair according to the employees. It was evident that organizations offer good working conditions for the employees and this contributed to organizational performance. Working conditions in the sector was not only associated with the sectors performance but also predicted its performance although to minimal extent jointly with financial stress. It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, affect their productivity.

#### 5.1.2. To Determine the Moderating Effect of Counseling on the Relationship Between the Employees' Stress and Organizational Performance of Kenya's Flower Industry

Based on the results, those farms that embraced counseling had positive effects on organizational performance. Although counseling was fairly practiced, it had a moderating effect on the relationship between overall organizational performance in the flower industry and financial stress experienced by the employees. About twice as many organizations offer in-house counseling and related activities as those that depend on external counseling provision. Nearly 60 percent of companies provide stress counseling by personnel departments or line managers, or both. The other 40 per cent offer stress counseling in additions or as alternatives. Similar the counseling programs geared specifically for employees have grown steadily in recent years primarily because employers have come to recognize the importance of developing and preserving valuable human resources.

### 5.2. Conclusion

A comfortable and ergonomic office design motivates employees and substantially increases performance. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. All the feel-good, psychological

methods of improving employee productivity are great, but they're useless without the right tools. Companies that don't upgrade or ignore the necessity for tech tools run the risk of diminished employee productivity.

Counseling is a strategic resource that workers can use and managers can rely on when work performance, career transition, personal behavior in the workplace and/or cultural fit becomes a question. It provides a means for supervisor to encourage their workers to seek career, personal or current job related support early to avoid small troubles from receiving out of hand and creating greater barriers to accomplishment. It's also a way to help key workers to get rid of personal and professional issues and reach higher career aspirations, so that they maintain to add important value to the business.

Counseling holds a mediating effect between the relationship between employees' problems and job performance. It is evident from the findings that effective guidance and counseling services in the farms assist employees to develop social and personal competences. Counseling in organization is one of the solutions to decrease job stress in organization; this increase quality of employee work and productivity.

### 5.3. Recommendations

Flower farms as well as other organizations should base the evaluation of their employees' performance on their accomplishment/achievements and identify the gaps and the reasons affecting the performance. This would benefit both the organizations and the employees. Employees who knew where they stand strive to improve their performance. As a result, if their performance is improved, organization's efficiency will improve.

Working conditions significantly affect job performance. Workers who perceive working conditions to be poor or bad are less motivated and consequently are not performing satisfactory. Flower industry needs to consider improving its environmental factors to boost employee performance. Managers and supervisors must consider improving work environment while considering both physical and psychosocial factors to promote job performance of their staff.

The organizations need to maximize the use of counseling in their respective managerial systems, in order to correct the behavior of employees with low performance and make them more efficient and effective. When counselors can detect the major problem from employees, the problem at least can be solved to decrease employee's problem and increase level of organization performance. If this measure could not correct the behavior of their employees, the organization should consider the question of retention or discharge in order to minimize cost and maximize benefit of the organizations.

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